



**College of Business Administration**

**Program Specification**

**Bachelor of Business Administration**

**Concentration in Finance & Banking**

October 2023

---

<b>Program Name</b>	Bachelor of Business Administration in Finance & Banking
<b>Program Code</b>	29.BA.0864
<b>Concentration – CIP</b>	52.0803
<b>Initial Accreditation Date</b>	01 July 2011
<b>Last Accreditation Renewal Date</b>	29 April 2020
<b>Document Preparation Date</b>	October 24, 2023
<b>Team Prepared the Program</b>	Dr. Christian Rauch
<b>Academic Unit Responsible</b>	College of Business Administration

---

## **Contents**

Part 1: INTRODUCTION	2
Part 2: PROGRAM STRUCTURE	8
Part 3: STUDY PLAN	12
Part 4: ADMISSION CRITERIA	17
Part 5: COMPLETION REQUIREMENTS	17
Part 6: DELIVERY MODE	17
Part 7: PROGRAM LEARNING AND STUDENT SUPPORT	17
Part 8: FACILITIES	18
Part 9: EVALUATING AND IMPROVING STANDARDS OF TEACHING AND LEARNING	19
Part 10: FACULTY	19
Part 11: STUDENTS	21
Part 12: TEACHING AND LEARNING METHODS	23
Part 13: COURSE DESCRIPTIONS	25
Part 14: PLO-CLO MAP BY COURSE	30

## 1. INTRODUCTION

The 'Finance & Banking' program is a concentration within the Bachelor of Business Administration (BBA) degree at the College of Business Administration (COBA) at Umm Al Quwain University (UAQU). It focuses on all areas of capital- and financial markets and financial intermediaries, and educates students on all state-of-the-art tools and knowledge in the world of finance and banking today.

In the following, this brochure explains all program goals, contents, learning outcomes, course offerings, and study plans.

### 1.1 Strategic Perspectives and 'COBA 2.0'

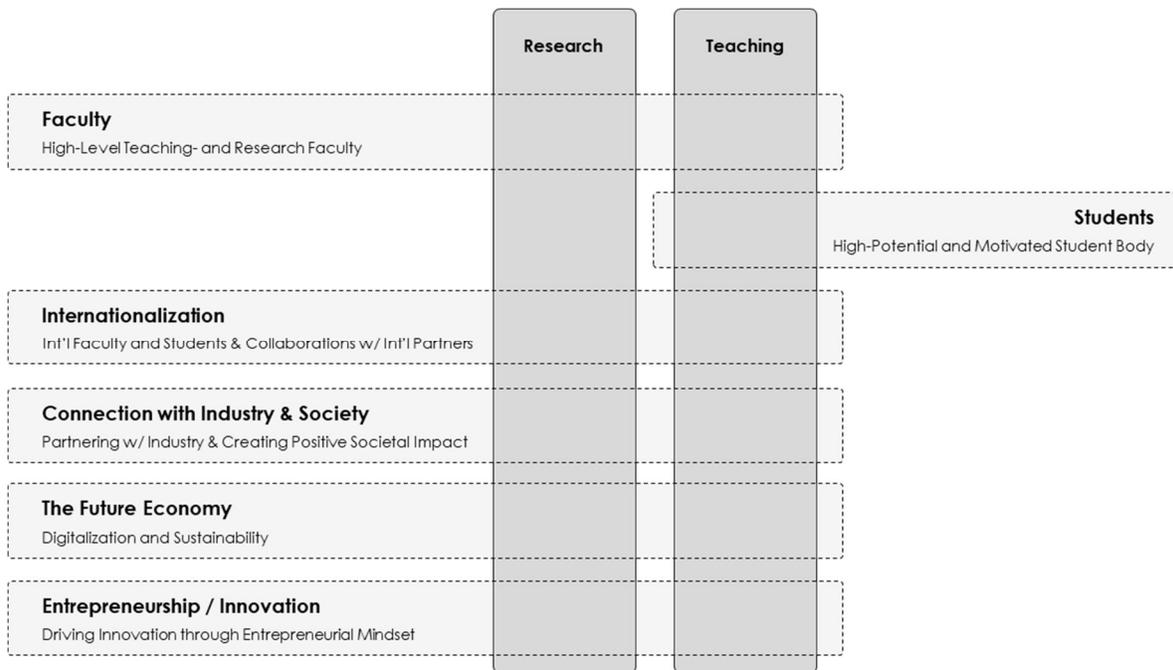
In all its concentrations, the long-term strategic objective of COBA is to pursue excellence in research and teaching. Both areas are closely intertwined and, as shown in the graph below, share six common features that constitute the foundation they rest on. Jointly, these common features represent the values and guiding principle for everything we do at COBA. We refer to them as our 'COBA 2.0' strategy for excellence.

The first two are our main assets: our faculty members and student body. On the faculty side, it is our goal to have a balanced mix of highly qualified teaching- and research professors. Having specialists in both areas allows us to offer a wide variety of courses with state-of-the-art contents and modern delivery techniques, while at the same time ensuring a high research output with impact studies published in the highest ranked international journals across all areas of business administration. On the student side, our goal is twofold. First, to attract the brightest and most motivated young minds to COBA, and to offer them the best possible education in the area of business administration. And second, upon completion of their studies, to place our graduates in desirable entry-level jobs that allow them to pursue long and successful careers in their field.

The third area is Internationalization, referring to our faculty and student body composition. At COBA, we firmly believe that talent has no boundaries, and bringing people from different backgrounds together to ensure the best possible exchange and learning experience. We therefore aim at the highest degree of diversity in our faculty and student body, to enrich COBA and UAQU not only with the best possible knowledge in the area of business administration, but also offer a rich and fruitful human environment as backdrop to our academic environment. In

doing so, we also aim at supporting the UAE in its quest to attract and retain outside talent for the benefit of a prosperous future.

The fourth foundational area is our Connection with Industry and Society. In our quest for academic excellence, we firmly believe in the tearing down of academic ivory tower walls, for two reasons in particular. First, it is crucial to understand the needs of the 'real' (business and economic) world to tailor our academic efforts towards addressing those needs and solving the resulting problems. Second, we cannot achieve true academic excellence – neither in teaching nor research – without real-world input from practitioners and the society as a whole.



Lastly, the fifth and sixth foundational areas serve as our contextual backdrop connecting all prior areas: 'The Future Economy' and Entrepreneurship & Innovation ('E&I'). The future (or future based-) economy is a neologism and umbrella term describing the most pressing current challenges companies face in the quest to transform themselves for a successful future. Commonly, these are (i) sustainability and (ii) digitalization/digital transformation. At COBA, we firmly believe that no business can be successful in the future without embracing all areas of sustainability and, in a wider form, ESG principles, as well as digital transformation. As businesses must embrace those concepts, so must business education and -research. We therefore aim at

incorporation sustainability and digitalization in everything we do. A similar notion applies to E&I. In today's fast-paced and competitive business landscape, fostering entrepreneurial spirit and driving innovation is crucial for long-term success. E&I is not just about creating startups; it's about instilling an innovative mindset in every facet of business. Just as with The Future Economy, we at COBA believe that E&I should be woven into the very fabric of business education and research. By resting on these pillars and pursuing those values, we hope COBA can offer a modern and high-quality curriculum to our bright and motivated students, produce highly sought-after and value-adding graduates to future employers, and be an active contributor to the scientific community in all research areas of business administration.

## 1.2 Degree and Program Goals

COBA strives to offer educational programs that equip the bright young minds of our students with the skill and knowledge for a long, successful and prosperous career in all areas of business administration. Specifically, we formulate five goals that are the backdrop to all our course-, concentration- and degree offerings:

1. Knowledge: Obtain in-depth knowledge on all matters of business administration in general, the respective area of concentration in particular, as well as basic economics.
2. Skill: Build a 'tool box' of specialized and applied state-of-the-art methods and techniques that are used in modern-day companies to tackle and solve problems in any area of business administration.
3. Quantitative Reasoning: Be equipped with a sound understanding of quantitative methods and their applications in all areas of business administration.
4. Critical Thinking and the 'Entrepreneurial' Mindset: Develop a reflective and critical way of thinking, and learn how to apply an entrepreneurial and 'disruptive' mindset to derive new and innovative value-creating solutions in any business-related context.
5. The Future Economy: Be introduced to Digitalization and Sustainability in every area of business administration, and understand solutions to the challenges faced by companies in their quest to successfully transition into the future-based economy.

We pursue goals 1-3 to equip our students with the 'tool box' of technical knowledge and skill, required for whatever career they choose in business or economics. Goals 4 and 5, in turn, are the 'values' that we want to instill in our students, in addition to the technical skill and knowledge. These values are crucial to our educational programs, and closely follow the fifth and sixth pillar of our 'COBA 2.0' strategy laid out above. They expand students' knowledge horizons by emphasizing innovative thinking, entrepreneurial mindsets or 'spirits' in approaching problem solving, and the important aspects of the 'future-based economy', that is, digital transformation and sustainability. We believe that particularly the latter aspect is paramount to a holistic business education.

Based on these College-wide core goals, we establish the goals of the 'Finance & Banking' concentration as follows:

1. Knowledge: Obtain a detailed understanding of the underlying concepts in all areas of Finance & Banking, both with respect to fundamentals, such as the theories underpinning modern finance, as well as cutting-edge applied knowledge, such as the functioning of modern financial markets.
2. Skill: Develop state-of-the-art know-how to develop and use industry-standard financial tools for asset- and security valuation, risk management, capital structure optimization, financial planning, structuring, engineering and forecasting, and much more.
3. Quantitative Reasoning: Understand the quantitative concepts underlying modern financial analysis tools, and be able to perform financial modeling, -valuation and -engineering using different software tools.
4. Innovation & Entrepreneurship: Learn about Venture Capital markets and how to use Finance in an entrepreneurial context, and understand how to fund the start and growth of young startup businesses.
5. The Future Economy: Understand, and find solutions to, the current and future challenges in the Finance industry, particularly with respect to aspects of digital transformation and sustainability.

Jointly, our curriculum addresses these five goals. Early core courses will lay the theoretic knowledge foundation, more advanced courses will focus on skill and quantitative reasoning, and our electives allow students to find their 'niche' they want to specialize in. Across all courses in the

curriculum, we place emphasis on Goal 4 and 5. To name but a few examples: the Risk and Insurance Management (FIN 407) course covers 'green' insurance products that encourage sustainable practices in business, and the course on Financial Markets & Institutions (FIN 351) covers Venture Capital and how its purpose is to fund entrepreneurial efforts and innovation. As these goals show, we aim at educating future specialists that are highly skilled and well-versed in all areas of Finance.

By becoming well-versed in all intricacies of the finance industry, our graduates will be able to value assets or companies, perform financial forecasting and modeling, optimize capital structures, understand fundraising considerations and procedures, measure and manage financial risk, deal in domestic and international equity-, fixed income and derivatives markets, obtain insights into alternative investments such as private equity and hedge funds, and develop basic skills in Fintech. With this skill and knowledge, and upon completion of their studies, our graduates can pursue a variety of careers based on their interests or strengths in the field. These can be roles in the corporate finance or treasury departments of large companies, a variety of jobs in corporate, retail, transaction or investment banking or related financial intermediaries, working for an investment fund or pursuing a career in the area of Entrepreneurial finance on the investor- or startup side. In the following, we elaborate more on the learning outcomes, curriculum structure, study plan, as well as course overviews and -descriptions.

### **1.3 Program Learning Outcomes**

Based on the overarching goals of the College of Business Administration and the more specific goals of the Finance & Banking BBA concentration, we formulate a variety of specific learning outcomes for the concentration. In lines with Standards of the UAE Ministry of Education, the UAE Commission For Academic Accreditation (CAA), and the 'QFEmirates' degree qualification framework, these outcomes are grouped into the three categories of 'Knowledge', 'Skill', and 'Competence'. The program and its curriculum aim at addressing all of these outcomes equally, to ensure that students, upon successful completion of the program, have achieved every single outcome to the highest degree.

## Program Learning Outcomes (PLOs)

Category		PLO	Description
Knowledge		A.1	Understand the broad and underlying key concepts in the area of finance, particularly corporate finance, asset management and -pricing, capital markets and -instruments, banking, and risk management.
		A.2	Demonstrate a comprehensive understanding of financial theories and models, as well as applied techniques and methodologies across all sub-categories within the area of finance and financial economics.
		A.3	Obtain an understanding of the future challenges financial markets and -institutions face, in particular those brought by advancements in digitalization, Web3, AI, as well as a need for sustainability and ESG practices.
Skills		B.1	Critically analyze specific problems across all areas of finance, and identify and select the correct methods or techniques to address them.
		B.2	Correctly and thoroughly use state-of-the-art methods and techniques used in the finance industry to solve theoretic or applied problems faced by financial institutions or in financial markets.
Competence	A&R	C.1	Develop and justify the use of innovative financial solutions individually or in a group context with no or minimal supervision to address unfamiliar and complex problems.
	Role in Context	C.2.1	Adapt to the professional environment in the finance industry, learn to speak like a finance insider, and offer valuable contributions alongside the work of qualified industry professionals.
		C.2.2	Apply the learned skills and knowledge in an entrepreneurial context, and how entrepreneurial finance and disruptive finance solutions can benefit markets and institutions.
	Self-Development	C.3	Critically reflect on the ethical standards of the finance industry including, but not limited to, the area of sustainable finance and ESG principles, and build the skills necessary to contribute to and advance them.

## 2. PROGRAM STRUCTURE

To successfully graduate with a bachelor degree in Business Administration in the concentration of Finance & Banking from UAQU, students have to complete a variety of different course 'categories'. First, there are 'General Education' requirements which are compulsory for all students at UAQU, irrespective of their College of program concentration. These comprise 10 courses (3 credit hours each), of which 8 are compulsory and two are electives. Second, there are 'Business Requirement' courses which are compulsory for all students at the College of Business Administration, irrespective of the program or concentration they are enrolled in. These are a total of 20 courses, 18 of which are compulsory and two are electives. Finally, students in the Finance & Banking concentration have to complete the so-called 'Concentration Requirement' which comprises only Finance & Banking courses and is therefore only compulsory for students enrolled in this concentration. These are 9 compulsory courses all Finance & Banking students have to take, and 2 more electives from the Finance & Banking subject area. Totally, students have completed 41 separate courses across the different categories (123 credit hours) upon graduation.

	Compulsory		Electives		Free Electives		Total	
	Credit Hours	Courses	Credit Hours	Courses	Credit Hours	Courses	Credit Hours	Courses
<b>General Education Requirement (GED)</b>	24	8	6	2	-	-	30	10
<b>Business Requirement</b>	54	18	-	-	6	2	60	20
<b>Concentration Requirement</b>	27	9	6	2	-	-	33	11
<b>Total Credit Hours</b>	105	35	12	4	6	2	123	41

### 2.1 General Education Requirements

The General Education Requirement ('GED') courses lay a basic foundation of university studies for all students at UAQU, irrespective of their college or subject area concentration. Purposes is to provide students with basic academic skills and knowledge required for all future careers in a wide

field of study. Some of those are directly career-related ('Block 1'), such as English language skills in a professional context, others ('Block 2') are *Studium Generale* courses that introduce students to the local culture and heritage, or other scientific areas ('Block 3') such as psychology. An important part of the GED curriculum is the 'Innovation, Creativity and Entrepreneurship' course which, early on in the studies, introduces students to an entrepreneurial mindset that helps foster a creative way of thinking to derive innovative solutions to a range of applied problem sets.

It is important to note that, out of 'Block 3', students only have to choose two courses out of the five offered courses. They either take GED 130 or 140, and take any one of the three GED 150, 160, or 180 courses.

Code	Type	Name	Prerequisite
<b>Block 1</b>			
CIT 100	Compulsory	Computer Concepts and Applications	-
ENG 101	Compulsory	Composition and Modern English I	-
ENG 102	Compulsory	Composition and Modern English II	ENG 101
MTH 100	Compulsory	College Algebra	-
IEC 111	Compulsory	Innovation, Creativity and Entrepreneurship	-
<b>Block 2</b>			
GED 100	Compulsory	Islamic Studies	-
GED 110	Compulsory	UAE Society	-
GED 120	Compulsory	Communication Skills in Arabic	-
<b>Block 3</b>			
GED 130	Choose 1 out of 2	Introduction to GIS	-
GED 140		Conceptual Physics	-
GED 150	Choose 1 out of 3	Critical Thinking	-
GED 160		Psychology in Everyday Life	-
GED 180		Human Behavior and Socialization	-

## 2.2 Business Core Requirements

The 'Business Core' requirements are compulsory for all students enrolled in the College of Business Administration, irrespective of their area of concentration. Purpose is for all students to have a solid foundation and background in general business knowledge, across all areas of business administration and economics. Students acquire foundational and advanced quantitative skills ('Block 1'), core knowledge in the main areas of business operations ('Block 2'), basic knowledge

in economics ('Block 3'), and advanced computer and communication skills ('Block 4'). Additionally, students have to take an internship as part of their studies, and pass the final applied 'Capstone' course of the program, both of which are designed to equip graduates with 'desk-readiness' upon graduation ('Block 5'). Lastly, students are required to take two so-called 'Free Elective' courses, that is, any course that is being offered outside the College of Business Administration. Purposes of these courses is to allow students to delve into subject areas such as Law or Mass Communications, to broaden their academic horizons or complete a course related to their core studies but delivered from a different angle. Examples could be courses in corporate law, or mass communication courses that closely tie in with certain Finance studies.

Code	Name	Prerequisite
<b>Block 1</b>		
MTH 120	Business Calculus	MTH 100
QM 241	Business Statistics I	MTH 100
QM 341	Business Statistics II	QM 241
BUS 360	Business Analytics	CIT 100, QM 241
BUS 380	Business Research Methods	QM 241
<b>Block 2</b>		
MKT 290	Principles of Marketing	-
MGT 271	Principles of Management	-
OBV 290	Organizational Behavior	MGT 271
LAW 231	Legal and Ethical Environment of Business	-
ACT 191	Principles of Accounting I	-
ACT 292	Principles of Accounting II	ACT 191
FIN 331	Managerial Finance	ACT 292
<b>Block 3</b>		
ECO 251	Principles of Microeconomics	
ECO 252	Principles of Macroeconomics	ECO 251
<b>Block 4</b>		
ENG 202	Business Communication	ENG 102
CIT 200	Introduction to Information Systems	CIT 100
<b>Block 5</b>		
BUS 390	Internship	90 CHs, $\geq 2.0$ GPA
MGT 476	Strategic Management	Senior Standing
<b>Block 6</b>		
Free Choice	Free Elective I	-
Free Choice	Free Elective II	-

### 2.3 Concentration (Finance & Banking) Core Courses

The Finance & Banking core courses are listed below. All students enrolled in the Finance & Banking subject area concentration must complete them. Jointly, they cover all relevant areas of the area, and address all Program Learning Outcomes (PLOs), as introduced above.

Code	Name	Prerequisite
FIN 341	Corporate Finance	FIN 331
FIN 345	Bank Management	FIN 331
FIN 347	Investment Management	FIN 331
FIN 351	Financial Markets & Institutions	FIN 331
FIN 361	Islamic Finance	FIN 331
FIN 407	Risk & Insurance Management	FIN 331
FIN 419	International Financial Management	FIN 341
FIN 436	Financial Derivatives	FIN 341
FIN 438	Portfolio Management	FIN 341

### 2.4 Concentration (Finance & Banking) Elective Courses

In addition to the 9 core courses laid out in Part 2.3 above, students enrolled in the Finance & Banking concentration must complete 2 electives in the subject area. At UAQU, students can choose 2 out of the 5 courses offered below. Purposes is to allow students to pick-and-choose a specialized subject area within the realm of Finance & Banking, in line with their intellectual interest of desired career path.

Code	Name	Prerequisite
FIN 373	Special Topics in Finance and Banking	FIN 341
ACT 365	Cost Accounting	ACT 292
ACT 410	Advanced Capital Budgeting	FIN 331

### 3. STUDY PLAN

At the College of Business Administration, we guide students through their program via a fixed semester study plan that all students must follow. In doing so, UAQU's College of Business Administration differs slightly from other Colleges and Universities in the region that allow students a more 'loose' compilation of their courses across the semesters. We believe this is not ideal, and therefore pursue a more 'High School'-type structure to the curriculum.

Purpose of this strategy is threefold. First, following the fixed study plan guarantees that students can graduate 'on time' within the pre-designated 8-semester study period without having to worry about graduation delays due to, for example, erroneous course selections and/or missing credit hours. Second, it ensures that students are exposed to knowledge gradually and in the correct order. We at UAQU like to envision the study plan like building a knowledge 'house' for students: the knowledge basement has to be built first, so that the higher and more advanced knowledge 'floors' have a solid foundation to rest on. To accomplish that, we carefully lay out the correct order of courses for all students, and ensure that certain courses are completed before others – that build on that foundation – are introduced. Third, a positive side effect of this fixed study plan is the communal and social learning environment that it creates amongst students, as students that start their studies in the same intake or 'cohort' will go through their study plan jointly, and can therefore support each other better in their studies. Part of that is also that students in any given course have a rather homogenous skill set, which lets lecturers tailor the contents to whatever foundational knowledge all course participants have acquired prior to taking the course. This avoids going 'too slow' for students with more advanced knowledge, or going 'too fast' for students with less advanced knowledge.

The study plan we propose for our students is shown in the table below.

#### 3.1 First Year

The first year lays the foundation of knowledge, with students taking a variety of General Education courses, as well as the first introductory courses to Business Administration. The knowledge of all those early courses is paramount for the deeper understanding of later courses, and must therefore be established early. Goal is for students to have completed the ten courses as indicated in the study plan table below. Should students wish to cut back on the 5/5 course load in the first year, we only allow for the General Education classes GED 100 or GED 130/140 to

be cut. Students that wish to increase the course load can take LAW 231 from the second year already in the first year. It is important to note that all students must complete the following courses to be admitted into Year 2: MGT 271, (ii) ECO 251, (iii) ACT 191, (iv) CIT 100, (v) IEC 111, (vi) MTH 100, (vii) ENG 101, (viii) GED 120.

### **3.2 Second Year**

The second year places a heavier emphasis on the Business Core courses, to deepen students' knowledge in this area. Students also have to complete the GED requirements and take the first of the two free electives of their choice. Particularly the completion of the GED courses is important, to ensure that students have sufficient capacity to predominantly focus their attention on the concentration courses in Years 3 and 4. Should students have opted not to take the designated-for-drop GED courses from the study plan in Year 1 (GED 100, GED 130/140), these must be completed by the end of Year 2. Furthermore, to be able to be admitted into Year 3, students must complete the following courses at the end of year 2: (i) GED 150/160/180, (ii) GED 130/140, (iii) QM 241, (iv) ENG 102, (v) ACT 292, (vi) CIT 200, (v) MKT 290. These courses are of particular importance as they are requirements for subsequent courses taken in Years 3 and 4. Not completing them by the end of Year 2 will lead to disruptions in the study plan, and prevent students from graduation within 8 semesters 'on time'.

### **3.3 Third Year**

In the third year, students taken the most advanced Business Core courses, and begin taking the first courses from their respective concentrations. In Finance & Banking, this is Corporate Finance (FIN 341), Financial Markets & Institutions (FIN 351), and Investment Management (FIN 347). These are foundational courses students need to be exposed to early in their studies, as a basis for further and more technical/detailed courses later. Also, we let students choose their first FIN elective, to indulge in whatever sub-area within Finance & Banking they are most interested in. This is particularly important as students take the Internship early in the fourth year (as explained below), and should therefore be able to 'specialize' in Semester 6 as the basis for their desired field/industry/area of Internship. There are two important requirements students must be aware of in the third year of studies: FIN 331 must be taken in the fifth semester and FIN 341 must be taken

in the sixth semester. Both courses are important foundational courses and therefore requirements for later courses and must therefore not be delayed.

### **3.4 Fourth Year**

The fourth year is students' last year of study. All remaining core courses in their subject area are taken, along with the Capstone business course, and all remaining electives. While students are only required to take two electives in their subject area, we plan on including three electives in their study plan. This ensures that students can either gain insights into more sub-areas in the field of Finance & Banking, or improve their GPA by picking-and-choosing their best two of the three electives they take. It is important to note that the eighth semester in particular features all the most advanced courses such as, for example, Portfolio Management (FIN 438), Risk & Insurance Management (FIN 407) and Financial Derivatives (FIN 436). Students therefore end their studies with the applied and advanced knowledge necessary for a successful and 'desk-ready' start to their entry-level jobs.

## Fixed Semester Study Plan

<b>1<sup>st</sup> Year</b>	<b>1<sup>st</sup> Semester</b>	1	BBA	Core	ACT 191	Principles of Accounting I	-
		2	GED		CIT 100	Computer Concepts and Applications	-
		3	GED		ENG 101	Composition and Modern English I	-
		4	GED		MTH 100	College Algebra	-
		5	GED		GED 100	Islamic Studies <sup>1</sup>	-
	<b>2<sup>nd</sup> Semester</b>	1	BBA	Core	ECO 251	Principles of Microeconomics	-
		2	BBA	Core	MGT 271	Principles of Management	-
		3	GED		IEC 111	Innovation, Creativity and Entrepreneurship	-
		4	GED		GED 120	Communication Skills in Arabic	-
		5	GED		GED 130/140	1 <sup>st</sup> GED Elective <sup>1</sup>	-

MUST be taken before year 2: (i) MGT 271, (ii) ECO 251, (iii) ACT 191, (iv) CIT 100, (v) IEC 111, (vi) MTH 100, (vii) ENG 101, (viii) GED 120

<b>2<sup>nd</sup> Year</b>	<b>3<sup>rd</sup> Semester</b>	1	BBA	Core	MKT 290	Principles of Marketing	MGT 271
		2	BBA	Core	ACT 292	Principles of Accounting II	ACT 191
		3	BBA	Core	CIT 200	Introduction to Information Systems	CIT 100
		4	BBA	Core	MTH 120	Business Calculus	MTH 100
		5	BBA	Core		Free Elective (1 out of 2) <sup>1</sup>	-
		6	GED		ENG 102	Composition and Modern English II	ENG 101
	<b>4<sup>th</sup> Semester</b>	1	BBA	Core	LAW 231	Legal and Ethical Environment of Business <sup>2</sup>	-
		2	BBA	Core	ECO 252	Principles of Macroeconomics	ECO 251
		3	BBA	Core	QM 241	Business Statistics I	MTH 100
		4	GED		GED 110	UAE Society	-
5		GED		GED 150/160/180	2 <sup>nd</sup> GED Elective <sup>1,3</sup>	-	

MUST be taken before year 3: (i) GED 100, (ii) GED 110, (iii) GED 130/140, GED 150/160/180, (iv) QM 241, (v) ENG 102, (vi) ACT 292, (vii) CIT 200, (viii) MKT 290

<sup>1</sup> Only possible drop to reduce course load.

<sup>2</sup> Can be taken in first year to increase course.

<sup>3</sup> One of the three must be taken.

<b>5<sup>th</sup> Semester</b>	1	BBA	Core	FIN 331	Managerial Finance	ACT 292	
	2	BBA	Core	ENG 202	Business Communication	ENG 102	
	3	BBA	Core	QM 341	Business Statistics II	QM 241	
	4	BBA	Core	OBV 290	Organizational Behavior	MGT 271	
	5	BBA	Core		Free Elective (2 out of 2)		
<b>3<sup>rd</sup> Year</b>	MUST be taken before 6 <sup>th</sup> semester: FIN 331						
	<b>6<sup>th</sup> Semester</b>	1	BBA	Core	BUS 360	Business Analytics	CIT 100, QM 241
2		FIN	Core	FIN 341	Corporate Finance	FIN 331	
3		FIN	Core	FIN 351	Financial Markets & Institutions	FIN 331	
4		FIN	Core	FIN 347	Investment Management	FIN 331	
5		FIN	Elective	ACT 365/410	FIN Elective I <sup>4</sup>	ACT 292/FIN 331	
MUST be taken before year 4: (i) GED 150, 160 or 180, (ii) FIN 341, (iii) ENG 202, (iv) QM 341, (v) OBV 290, (vi) BUS 360							
<b>7<sup>th</sup> Semester</b>	1	BBA	Core	BUS 380	Business Research Methods	QM 241	
	2	BBA	Core	BUS 390	Internship	90 CHs, ≥2.0 GPA	
	3	FIN	Core	FIN 345	Bank Management	FIN 331	
	4	FIN	Core	FIN 419	International Financial Management	FIN 341	
	5	FIN	Elective	ACT 365/410, FIN 373 <sup>5</sup>	FIN Elective II <sup>4</sup>	ACT 292/FIN331/FIN341	
<b>4<sup>th</sup> Year</b>	<b>8<sup>th</sup> Semester</b>	1	BBA	Core	MGT 476	Strategic Management (Capstone)	Senior Standing
		2	FIN	Core	FIN 438	Portfolio Management	FIN 341
3		FIN	Core	FIN 361	Islamic Finance	FIN 331	
4		FIN	Core	FIN 407	Risk & Insurance Management	FIN 331	
5		FIN	Core	FIN 435	Financial Derivatives	FIN 341	
6		FIN	Elective	ACT 365/410, FIN 373 <sup>5</sup>	FIN Elective III <sup>4</sup>	ACT 292/FIN331/FIN341	

<sup>4</sup> Only 2 out of 3 electives must be taken, third is optional.

<sup>5</sup> Can only be taken in 4<sup>th</sup> year due to FIN 341 prerequisite.

#### 4. ADMISSION CRITERIA

Every applicant is required to submit the following documents:

- UAE High School Secondary Certificate as follows or equivalent in Standardized International.

Elite Track	Advanced Track	General Track
70%	70%	75%

- English proficiency, Arabic language and mathematics requirements as follows:

IELTS	TOEFL ITP	EmSAT	Arabic Language EmSAT	Mathematics EmSAT
5	500	1,100	600	600

Note: College of Business international students can register for a non-credited Basic Arabic Language course at the UAQU

- Students must pass a personal interview at the College, and fully pay registration fees.

#### 5. COMPLETION REQUIREMENTS

- Graduation requirements include the successful completion of the concentration credit hours.
- Satisfaction of the internship requirement.
- A minimum CGPA of 2.0.
- A successful completion of the internship.
- Degree requirements must be completed within 16 semesters of initial enrollment at UAQU.

#### 6. DELIVERY MODE

This program and all its courses are delivered according to the credit hours' system implemented in the UAQU on campus. Only full time students are accepted in the program, all courses are delivered in-person, twice a week, for 15 weeks.

#### 7. PROGRAM LEARNING AND STUDENT SUPPORT

UAQU supports students in different aspects during their academic progress. The technical support unit with IT specialist is available 24/7 to manage IT facilities in UAQU and to give guidance, advice and support to students and staff in all related issues. The university's E-learning system MOODLE

facilitates teaching and learning processes, and provides students with, for example, course syllabi and lecture materials. Our library has specialist employees available to give support to students regarding available library resources and the online library systems. The university offers a number of laboratories which are used for different courses to provide students with a more hands-on and/or IT-based learning experience. Finally, UAQU has an academic advising systems in place. Under this system, each faculty member acts as academic advisor to students, to provide advice on course registrations, semester planning, and other related academic issues. UAQU is keen to ensure that students are supported at all stages of their program including the academic advising, which ensures effective measures to support student progress and provide appropriate academic guidance and which stipulates the allocation to each registered student of an academic advisor.

## **8. FACILITIES**

The campus of UAQU is located in a modern building with state-of-the-art learning and teaching equipment. The classrooms are designed in different ways to accommodate different teaching requirements including rooms that can seat up to 50 students. All classrooms are equipped with a computer, projector and (e-)whiteboard/touchscreen. There are seating areas for students to relax. A large auditorium is built to support conferences and external events coming to the University.

All labs are equipped with new computers, and are regularly scheduled for teaching and learning sessions. Free lab time is available for all students. During these periods, students can use the laboratory to work independently on assignments, and to access online resources to engage in self-directed learning. All laboratories have technical staff available at all times during the study hours to support students and ensure that the laboratory is well maintained.

The library supports academic work by having dedicated offices for academic research activity. The library has exceeded 3,000 titles with around 6,000 copies for different disciplines in both English and Arabic language, there are a number of computers located in the Library for the use of UAQU students to search for resources in the UMQU Library, E-library and the online databases. The Library subscribes to periodicals in both English and Arabic which help students in their study.

The periodicals paid and free access available for the business programs are as follows:

- Business Source Complete.

- Regional Business News.
- eBook Academic Collection.
- eBook Arabic Collection.
- eBook Collection.
- The Directory of Open Access Books.
- The Directory of Open Access Journals.
- The Directory of Free Open Access Journals.

## **9. EVALUATING AND IMPROVING STANDARDS OF TEACHING AND LEARNING**

UAQU engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) result in continuing improvement, and (b) demonstrate that each College / department /unit is effectively accomplishing the UAQU mission. Documenting the institutional effectiveness through systematic and ongoing assessment provides the guidance for decision-making and concrete evidence that UAQU is committed to continuous improvement.

The Institutional Effectiveness Unit focuses on data collection, analysis and reporting of the results obtained. The unit also collects data from students, alumni, faculty members, assisting staff, and assisting departments. These data are used in evaluating the institutional performance and planning in relation to the strategic objectives of UAQU. The Institutional Effectiveness unit measures the Key Performance Indicators of each of the university units on a semester basis and re-transmits these results to the various university units and follow them up in order to close the cycle of the evaluation process. In addition, the Institutional Effectiveness Unit evaluates, measures and determines the improvement of the quality of academic programs and administrative services, including how the follow-up and implementation process as well as improving the effectiveness of the teaching process.

## **10. FACULTY**

### **10.1 Faculty Satisfaction**

The Institutional Effectiveness Unit creates surveys to measure the faculty satisfaction on an annual or semi-annual basis as required by the educational process. The faculty satisfaction includes

measuring several criteria related to the educational process and the educational environment in general for the sake of continuous improvement based on the analysis output (results).

After analyzing the survey, a report of the results is prepared, providing that it includes a comparison table with the results of the previous survey to reflect the success of the implementation plan that was developed after the results of the previous survey analysis and the extent of this reflection on the improvement process in order to identify the positive and negative impact in order to work on it and follow-up in order to close the loop. Measured are:

- Academic policies.
- The appropriateness of the teaching load.
- Promotion policy
- UAQU support to the scientific research.
- Learning resources.
- Information technology
- The work environment

### **10.2 Faculty Research Support**

UAQU considers the importance of research as a tool for quality improvement in teaching. UAQU is supporting faculty in publishing in leading international journals. In addition, UAQU encourages faculty research, by providing annual research excellence awards.

### **10.3 Faculty Performance Evaluation**

Faculty performance evaluation, a comprehensive self-evaluation of faculty performance is submitted at the end of the academic year. The faculty performance for the year is evaluated on teaching, research and publications, involvement in college development, community services and student advising services. This all-round self –evaluation provides faculty an understanding of his / her performance during the year and improvement needed during the coming academic year. This helps the faculty to identify the areas of improvements. Continuous self-evaluation support to maintain quality in teaching learning process, other academic activities and extracurricular activities of the university.

## **11. STUDENTS**

### **11.1 Student Satisfaction**

The Institutional Effectiveness Unit runs several surveys to measure student satisfaction on an annual basis or biannual, as required by the educational process. The survey is based on measuring the students' satisfaction with the various units and departments, then the results of this survey are analyzed and distributed and the implementation of the improvement required to close the loop.

On the other hand, the Institutional Effectiveness Unit works continuously to evaluate and improve the quality of academic programs and administrative services through various methods as follows:

### **11.2 Student Feedback of the Course and Instructor**

Student Feedback for the course and the instructor is conducted at the end of each semester provides feedback on course instructions, course delivery, assessment methods, relevance of topics, usage of learning resources, feedback on quality of teaching, approach to students, response to student's queries and related teaching learning aspects. The results and recommendations of the analysis of the students' feedback are sent to the faculty for their comments, action plan and improvement for the accepted recommendations.

### **11.3 Teaching Report**

In order to review and ensure the level of implementation of the course syllabus, the faculty should submit teaching report in the seventh week (before midterm exam) and the final teaching report in 14th week (before the final exam). The report is reviewed and discussed with the faculty by the head of the department for further development in class management for the current and coming semesters.

### **11.4 Course File Report**

A course file report is prepared by the instructor on completion of the course. The report provides a comprehensive instructor review of the implementation of the course, achievement level of CLOs, the challenges faced by the instructor and corrective actions required for implementation from the coming semester in addition to the follow up process to ensure the implementation of the action plan.

### **11.5 Implementation and Monitoring Process**

Based on the student feedback, faculty evaluation, course review reports and the teaching reports, the areas for improvement in teaching effectiveness are identified, and reported to respective faculty members. Measures are taken for the proper implementation of recommendations from the feedback. This process is approved and implemented at the college level as part of the improvement to the quality of academic programs, which is monitored by the IE department and Head of department. This is evident from the above details.

### **11.6 Learning Management Systems**

Through the Implementation of eLearning Management Systems (LMS) there exist a proper control and coordination for class management for all subjects offered at UAQU. In addition, UAQU is implemented Plagiarism software to check the plagiarism and its linked with LMS to review student submissions for proper management of student course works. This has enhanced student capacity for independent/group thinking and in submitting their own quality works.

### **11.7 Grading Rubrics**

Grading rubrics is implemented for all formative and summative assessment of course works. This enhance teaching effectiveness in proper delivery of the course works through proper evaluation of both formative and summative assessments.

### **11.8 Moderation for Final Exams**

The Final Exam Question Papers and Answer schemes are moderated by the department prior to the exams. This helps to standardize the question papers and to improve the quality of the examinations, as well as to observe that the course delivery is meeting the level as expected from the courses and the coverage of the CLOs.

### **11.9 Measurement of PLO - CLO achievement**

From the Course Learning Outcome Assessment Mapping, the CLOs achievement is measured. The shortcomings in CLO achievements is discussed with the faculty. Matrics contains the matrix of the PLO – CLO achievement, review on program effectiveness, and action plan for further improvement in course delivery.

### **11.10 Academic Advising and Office Hours**

Office hours are allocated for faculty members to follow up with the students even for those who are enrolled in their courses or for their advisee list. This enable them to provide the academic advising to the students, and other auxiliary administrative and academic activities.

### 11.11 Alumni Survey

UAQU is regularly conducted the alumni survey for every academic year and the results is matched with other reports and UAQU is taken and implemented necessary action(s).

## 12. TEACHING AND LEARNING METHODS

The delivery modes for the program include lectures, workshops, class presentations, seminars, case analyses and forum discussions. Each student is expected to deliver individual assignments, case studies, project presentations based on the topics assigned to him / her. The program embraces continuous assessment of the student learning through quizzes, midterm exam and final exam in addition to the assignments / projects / case study provided by the instructor from time to time. An important part of teaching and learning methods in the Finance program will be lab-based. While courses typically start with the foundational groundwork being delivered in-class, the more applied skill will be delivered in lab sessions where students work with software tools to learn hands-on style.

### Assessment plan for program learning outcomes:

1. Course Work: This assessment method encompasses assignments, case studies or lab-based project work, both individually or in a group, related to the area of study. They are designed to illustrate students' understanding of course topics in an applied or case-based way. The assignments vary by course and are specifically designed around each course topic. The syllabi stipulate the respective type of assignment along with all deliverables and the assessment rubrics.
2. Quiz / Quizzes: Students should prepare to take up Quiz / Quizzes as decided by the Course Instructor. The Instructor can decide any number of Quizzes of diversified types namely short answers, descriptive answers, MCQs, and similar models as deemed fit for the subject and the topic of discussions.
3. Mid Term and Final Exam: Mid Term exams are scheduled for halfway through the semester and are accompanied by a preparation/revision class just prior to the exam, and a debrief class after the exam in which the grade distribution, grading scheme and model solutions will be discussed. Each exam is a combination of short-answer questions, essay-based or long-form questions, numerical problems (if applicable), case-based problems (if applicable), and true/false questions. The specifics of each exam are tailored to the respective course, and discussed by the lecturer at the beginning of the semester. Final Exams are a two-hour examination scheduled after week 15.

The final exam is comprehensive, covering all material of the course. Structure and form are identical to the mid-term exams.

### 13. COURSE DESCRIPTIONS

<b>FIN 341 Corporate Finance</b> Core Course	
<b>Course Description</b> The goal of this course is to develop the analytical skills for making corporate investment with regard to the financial decisions and risk analysis. This course examines the financial tools, theories, and applications utilized in comprehending, examining, and integrating financial information to aid financial decision making in a corporate environment. Interest rates, cash flows, dividends, taxation, and other aspects of finance and accounting are discussed in relation to corporate decision-making.	<b>Course Objectives</b> The objective of this course is to develop the competency in the theory and practice of corporate finance and the ability to apply the financial tools and techniques in real world situations so that optimal financial decisions can be made within companies and organizations.
<b>FIN 345 Bank Management</b> Core Course	
<b>Course Description</b> The course examines the requirements of managing the daily routines and operations, financial structure, types of investments, and resource allocations of various types of banks, including commercial banks, investment banks, and savings banks. The course also considers the operations and management policies of depository institutions that may support the students to acquire a practical knowledge of the banking operations and bank management.	<b>Course Objectives</b> The objective of this course is to learn and expand upon the concepts of money and banking and the structure and financial management of a commercial bank and to provide a practical knowledge about the banking operations and management.
<b>FIN 347 Investment Management</b> Core Course	
<b>Course Description</b> The course provides the student with a theoretical and practical understanding in the field of investments, with topics in the study of financial markets, understanding performance evaluation and derivatives, arbitrage pricing, mutual funds and bond pricing and portfolios, interest rates, as well as ethical considerations in investments, utilizing real-world examples to connect with the theoretical framework.	<b>Course Objectives</b> The objective of this course is to provide the student with a theoretical and practical background in the field of investments.

<b>FIN 351 Financial Markets &amp; Institutions</b> Core Course	
Course Description	Course Objectives
<p>This course examines financial markets and institutions in the UAE as well as the United States, as the US is the largest financial market in the world. Some topics covered include an examination of interest rates and their determination by market forces, the financial markets, including examining stocks, bonds, money markets, and derivatives, and other traded assets, as well as examining how financial institutions operate, investment banks, brokers, venture capital, and mutual funds. Understanding the economic foundations of these intermediaries, in addition to the institutional instruments, and developing the analytical and research skills, will prepare the students not only for today's job market, but will also help to increase your educational flexibility in adapting to future changes.</p>	<p>The objective of this course is to introduction to the main features and function and principles of financial institutions and markets and use information technology as a tool to do essential business tasks including performing electronic research, and creating documents, presentations and spreadsheets.</p>

<b>FIN 361 Islamic Finance</b> Core Course	
Course Description	Course Objectives
<p>This course is designed to provide students with a thorough understanding of finance from the point of you of an Islamic nature, where no interest is allowed. An understanding of Shariah law and how it applies to lending and banking, laws governing buying through murabah and others forms of Islamic finance is delved into and presented as an alternative financial means to commercial banking. The course also focuses on the current practice of Islamic finance as growing transnational market.</p>	<p>The objective of this course is to enable students to develop an appreciation of Islamic financial planning and basic knowledge of being an Islamic financial planner.</p>

<b>FIN 407 Risk &amp; Insurance Management</b> Core Course	
Course Description	Course Objectives
<p>This course is study of the tools and techniques managing risk through the strategic attainment of insurance on behave of corporation needs and assessments. Apply various financial and analysis tools to measure risk, total loss distribution, and ruin probability. This course covers the process by which insurance manages the risks and how individuals and organizations manage risk via insurance products. Students will explore the contractual aspects of insurance policies and attempt to understand how claims come into existence and are managed.</p>	<p>The objective of this course is to study the strategic management and decisions in risk management and to apply various risk tools and techniques to manage the various types of risks.</p>

<b>FIN 419 International Financial Management</b>	
Core Course	
<b>Course Description</b>	<b>Course Objectives</b>
<p>This course delves into the vast foray of international finance and the aspects and issues that affect a firm financially when doing business on an international basis. It provides students with an understanding of the financial tools as well as skills needed by organizations in international markets. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms.</p>	<p>The objective of this course is to provide the student with the understanding of financial management of companies in an international environment. Use analytical skills to identify and analyze material factors that are involved in business problems and to apply information technology as a tool to do essential business tasks.</p>

<b>FIN 436 Financial Derivatives</b>	
Core Course	
<b>Course Description</b>	<b>Course Objectives</b>
<p>This course is a study of the major types of derivatives, from swaps and options to forwards and futures, we look at using derivatives in various hedging and speculation trading, derivative pricing techniques. We also look at various market and credit issuer risks in derivatives, what are called "exotic derivatives, and other important aspects of derivatives. Financial derivatives allow a risk manager to mitigate or even eliminate unwanted risks company is facing, thereby allowing the company to focus on its comparative advantage. The course focuses extensively on the analytical aspects of derivative products and the practical applications of risk management tools in various contexts.</p>	<p>The objective of this course is to provide a basic understanding of derivatives and introduce the analytics of derivative valuation and to help students gain the intuition and to provide the necessary skills for pricing and hedging of derivative securities, and for using them for investment, risk management, and prediction purposes. The course is also teach students how to analyze a problem/situation involving derivatives so that they also know how to deal with a different one in the future.</p>

<b>FIN 438 Portfolio Management</b> Core Course	
Course Description	Course Objectives
<p>This is an advanced course designed as a comprehensive study of primarily institutional investment analysis and portfolio management. It will approach investment management as a rational decision-making process based on the theoretical foundation and best practice techniques of investments. The course is presented to help understand how the basic theories of managing a portfolio of financial assets within the risk–return framework will be addressed. The course emphasizes portfolio management as a dynamic process in which the concepts from security analysis are factored into the dynamics of strategic and tactical investment decision-making criteria. The course covers the formulation of appropriate investment portfolio objectives for a key institutional investor, and alternative techniques for achieving them.</p>	<p>The objective of this course is to develop in the student competence in the theory and practice of investment analysis and portfolio management and an ability to apply these tools and techniques in real world situations.</p>

<b>FIN 373 Special Topics in Finance and Banking</b> Elective	
Course Description	Course Objectives
<p>This course discusses important issues and roles of finance and banking in the current and future business world and economy. Upon completion, students will understand the topics, analyze the implications of business and economic changes to finance and banking and vice versa; and give opinion and make decisions related to the issues.</p>	<p>To select and focus on accounting topics of a timely nature or special interest. The special finance and banking topics covered in this course are determined as deemed appropriate and are not necessarily the same from term to term.</p>

<b>ACT 365 Cost Accounting</b> Elective	
Course Description	Course Objectives
<p>This course is a study of the utilization of tools such as standard costing, cost-volume-profit analysis, variance analysis, budgeting, and the use of strategic cost management for decision making.</p>	<p>The objective of this course is to help students develop an understanding of the strategic and vital characteristics of good cost systems, and to be to analyze the function of cost information in an array of managerial decisions such as pricing, product mix, improving productivity, product design, and performance measurement.</p>

<b>ACT 410 Advanced Capital Budgeting</b>	
Elective	
<b>Course Description</b>	<b>Course Objectives</b>
<p>The course is concerned with the major financial decisions faced by firms. The core of the course is the analysis of capital budgeting and capital structure decisions. The decisions included can be broadly categorized as the investment policy, the financing policy, the dividend/repurchase policy, and the restructuring policy.</p>	<p>The objective of the course is to provide students with an understanding of the basic theories of corporate finance decision making and to provide students with the ability to apply these theories to numerical problems.</p>

## 14. PLO-CLO MAP BY COURSE

FIN 341 Corporate Finance									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	1								
K2		2	2						
S1			2		4				
S2				3					
C1							5		
C2								5	
C3									

FIN 345 Bank Management									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	2	2							
K2			2						
S1					4				
S2				3					
C1						5			
C2									6

FIN 347 Investment Management									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	1								
K2		2							
S1				4	4				
S2					5				
C2							4		
C3									6

FIN 351 Financial Markets & Institutions									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1				4					
S1	2				2				
S2	4				4			4	
C1					3			3	
C2					2			2	
C3									1

FIN 361 Islamic Finance									
	A1	A2	A3	B1	B2	C1	C21	C22	C3

K1	2	2							
K2			2						
S1					4				
S2				3					
C1						5			
C2									6

FIN 407 Risk & Insurance Management									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1		2							1
K2									
S1					5				
S2				5	5				
C1				4					
C2								6	

FIN 419 International Financial Management									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	1								
K2		2							
S1					5				
S2				3	3				
C1									2
C2		2							
C3								6	

FIN 436 Financial Derivatives									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1				4	4				
K2					3	3			
S1				5	5				
S2				5	5			4	
C1					3			3	
C2					2			2	
C3									2

FIN 438 Portfolio Management									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	2	2							
K2			2						
S1					4				
S2						5			
C1								5	

C2	5
C3	6

FIN 373 Special Topics in Finance and Banking									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	2								
K2			2						
S1									
S2				3	4				
C1							5	5	
C3									6

ACT 365 Cost Accounting									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	1	2							
S1				2					
S2				4					
C1						3		3	
C2							5	6	

ACT 410 Advanced Capital Budgeting									
	A1	A2	A3	B1	B2	C1	C21	C22	C3
K1	1								
K2									2
S1				5	5				
S2				4					
C1						3	3		2
C2								6	